

Unit 2: Leadership and Management



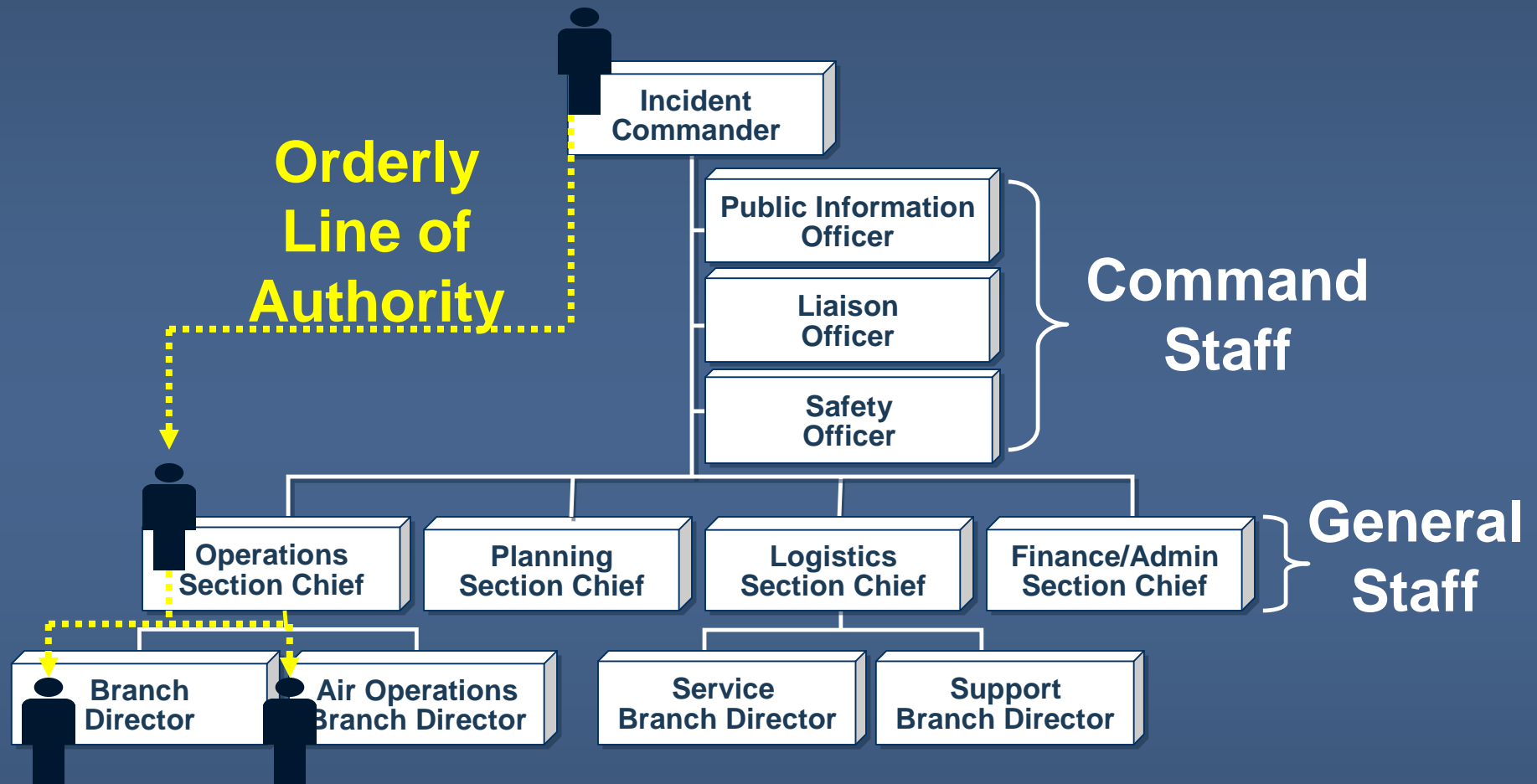
FEMA



Unit Objectives

- **Describe chain of command and formal communication relationships.**
- **Identify common leadership responsibilities.**
- **Describe span of control and modular development.**
- **Describe the use of position titles.**

Chain of Command



Unity of Command

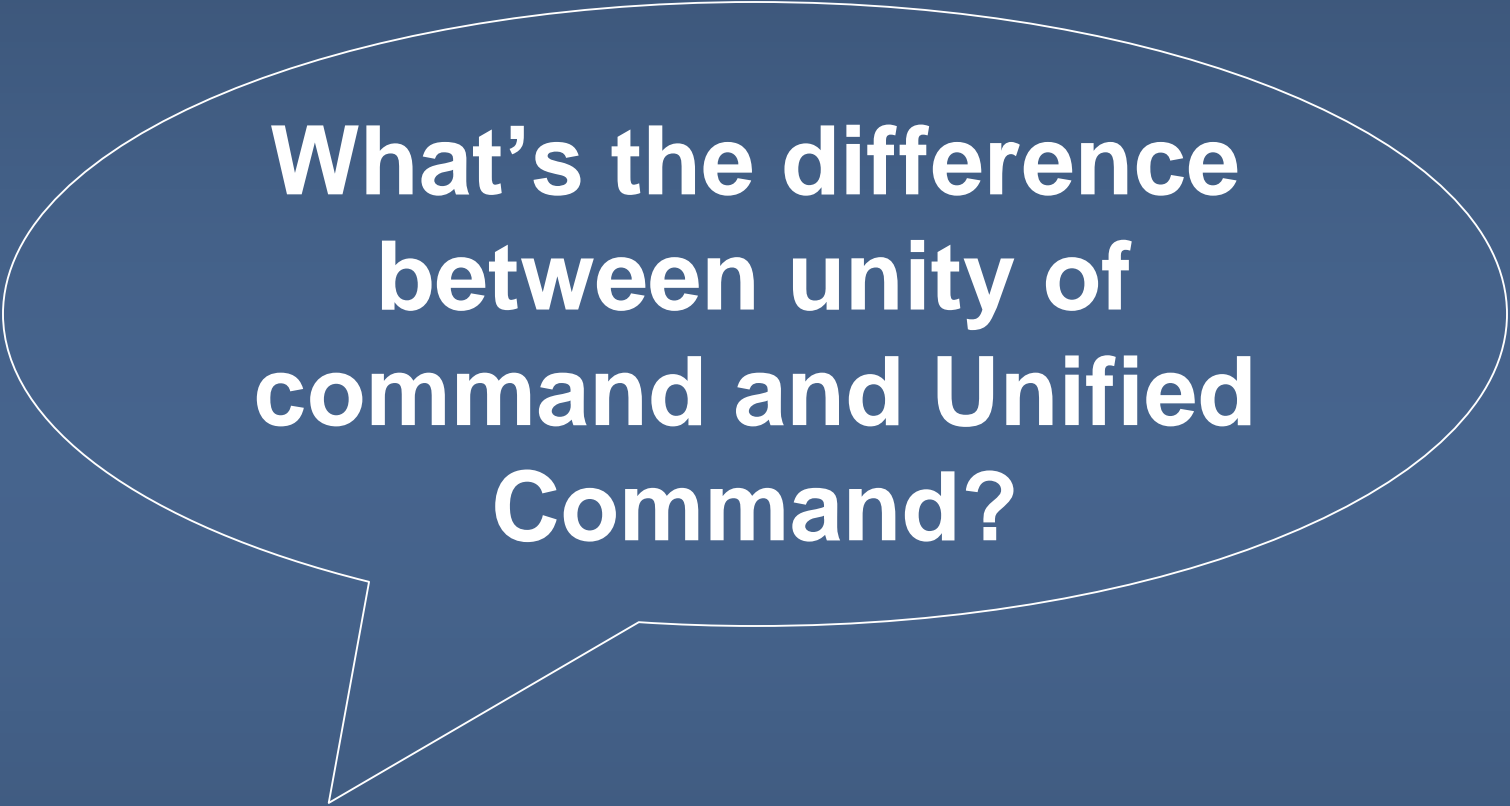
Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command
with Unified Command!

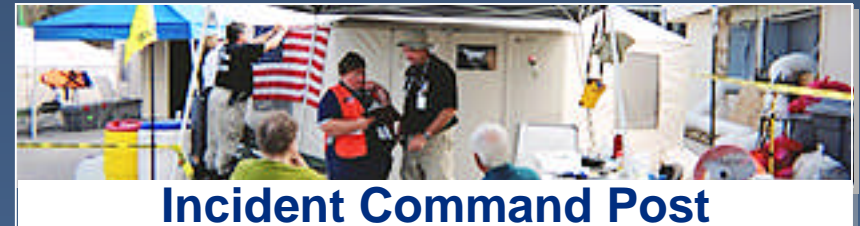
“Unity” vs. “Unified”



**What's the difference
between unity of
command and Unified
Command?**

Unified Command

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.

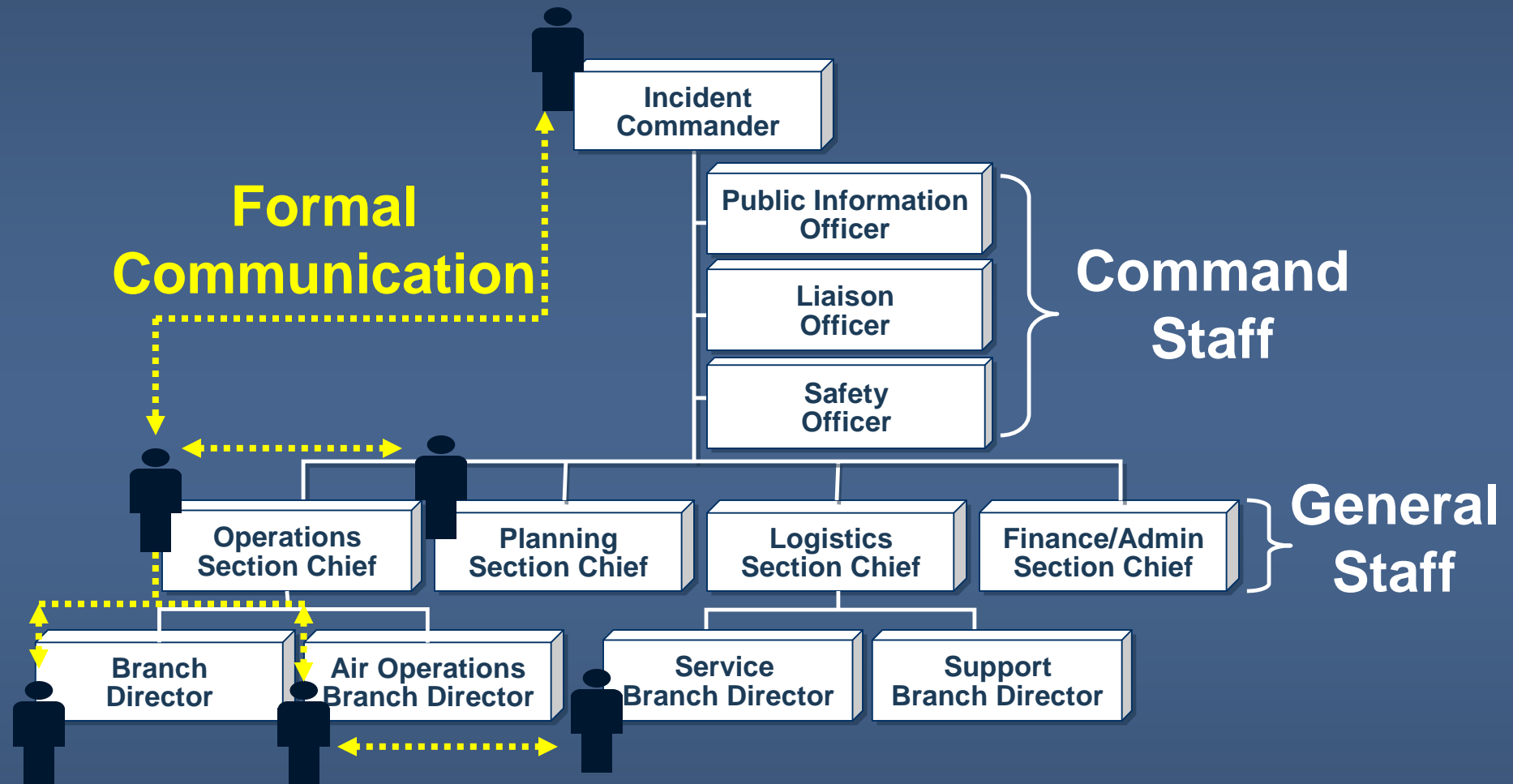


Agency 1
Incident
Commander

Agency 2
Incident
Commander

Agency 3
Incident
Commander

Formal Communication



When To Use Formal Communication

Use formal communication when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.



Informal Communication

- Is used to exchange incident or event information only.
- Is NOT used for:
 - Formal requests for additional resources.
 - Tasking work assignments.

**Within the ICS organization,
critical information must
flow freely!**



Discussion Question

Why is leadership an essential element of successful incident/event management?



Activity: Leadership Qualities

Instructions:

- 1. Working in teams, identify a highly effective leader you have known or know about.**
- 2. List the main qualities of that top leader.**
- 3. State how these qualities relate to leadership in incident response.**
- 4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.**

Leadership

Leadership means . . .

. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.



Common Leadership Responsibilities (1 of 2)

A good operational leader will:

- **ENSURE** safe work practices.
- **TAKE COMMAND** of assigned resources.
- **MOTIVATE** with a “can do safely” attitude.
- **DEMONSTRATE INITIATIVE** by taking action.



Common Leadership Responsibilities (2 of 2)

A good operational leader will:

- **COMMUNICATE** by giving specific instructions and asking for feedback.
- **SUPERVISE** the scene of action.
- **EVALUATE** the effectiveness of the plan.
- **UNDERSTAND** and **ACCEPT** the need to modify plans or instructions.



Leadership & Duty

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.



Discussion Question

Duty is how you value your job.

What can you do that demonstrates your commitment to duty to those you lead?



Leadership & Respect

- Know your subordinates and look out for their well-being.
- Keep your subordinates and supervisor informed.
- Build the team.



Activity: Building & Damaging Respect

Instructions:

1. Working individually, list leadership actions that can damage and build respect.
2. Record your answers as follows:

<u>Builds Respect</u>	<u>Damages Respect</u>

3. Be prepared to present your findings to the class in 5 minutes.

Leadership & Integrity

- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.

What acts
of integrity have
you witnessed at an
incident response?



Communication Responsibilities

To ensure sharing of critical information, all responders must:

- Brief others as needed.
- Debrief actions.
- Communicate hazards to others.
- Acknowledge messages.
- Ask if they don't know.



Briefing Elements

Provide complete briefings that include clearly stated objectives and the following elements:

Task

**What is to be
done**

Purpose

**Why it is to be
done**

End State

**How it should
look when
done**

Incident Management Assessment

Assessment is an important leadership responsibility. Assessment methods include:

- Corrective action report/ After-action review.
- Post-incident analysis.
- Debriefing.
- Post-incident critique.
- Mitigation plans.



Discussion Question

What questions would you use to assess the effectiveness of incident management?



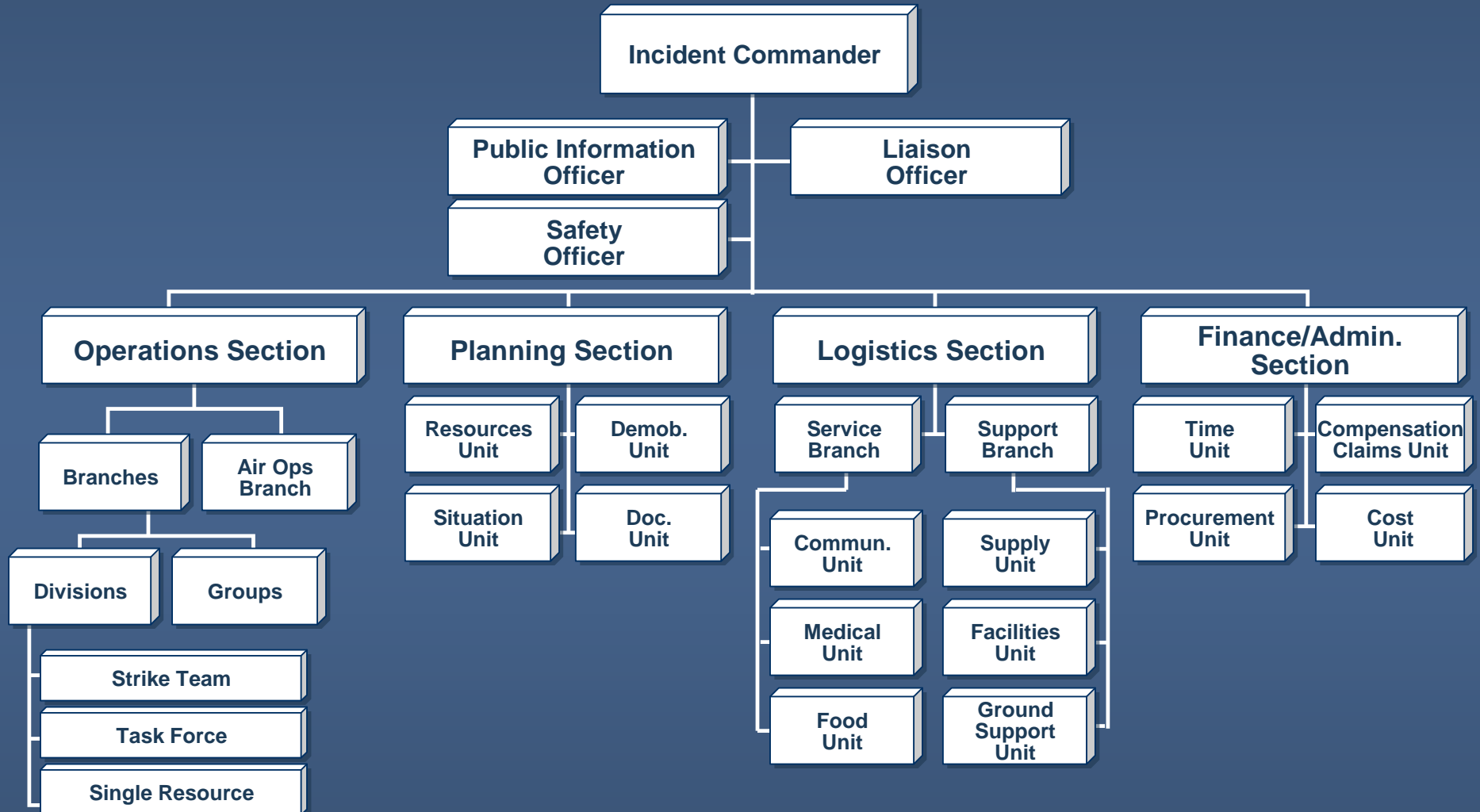
Using Common Terminology

Once the incident is formally designated, ICS terminology is always used for:

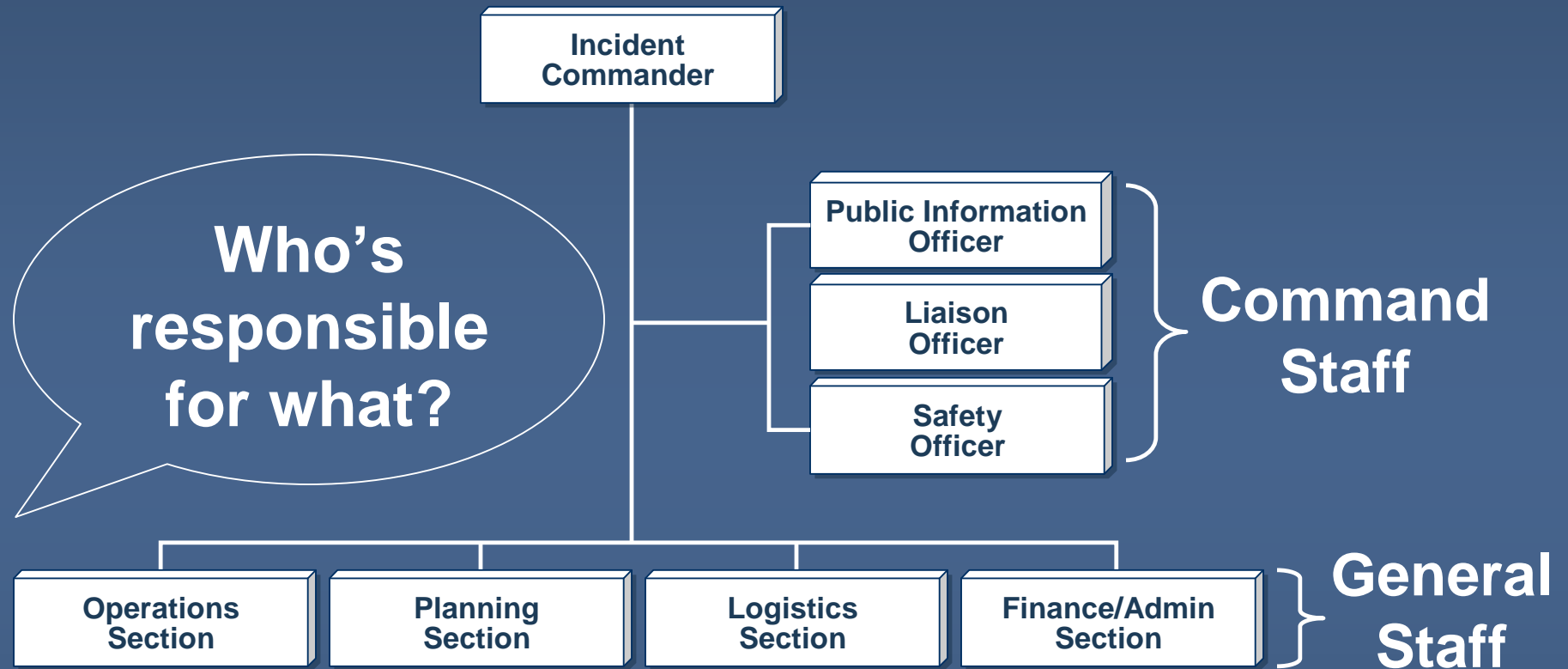
- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



ICS Organization: Review



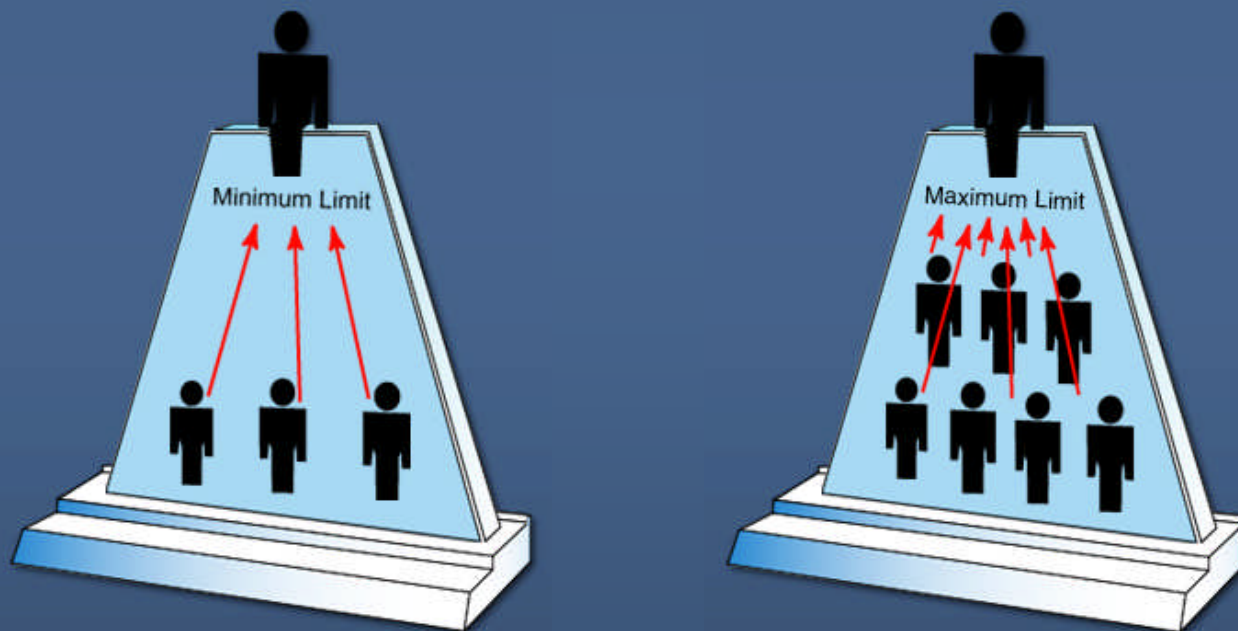
ICS Organization: Review



ICS Management: Span of Control

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



What Influences Span of Control?

Span of control is influenced by:

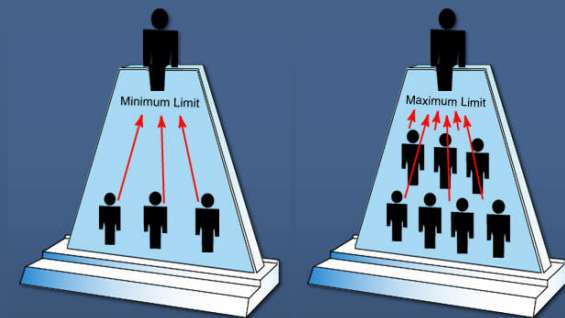
- The type and complexity of incident or event, and
- The nature of the response or task, distance, and safety.



Modular Organization

Span of control is maintained by:

- Organizing resources into Sections, Branches, Groups, Divisions, Units, or Teams when the supervisory ratio will exceed 7.
- Reorganizing or demobilizing Sections, Branches, Groups, Divisions, Units, or Teams when the supervisory ratio falls below 3.



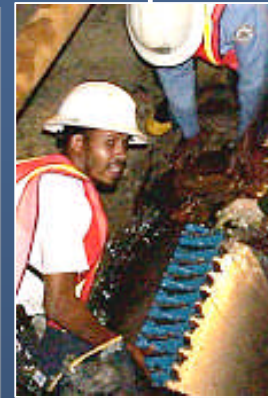
Typical Organizational Structure

In approximately 95% of incidents, the organizational structure consists of:

- **Command**
- **Single Resources**

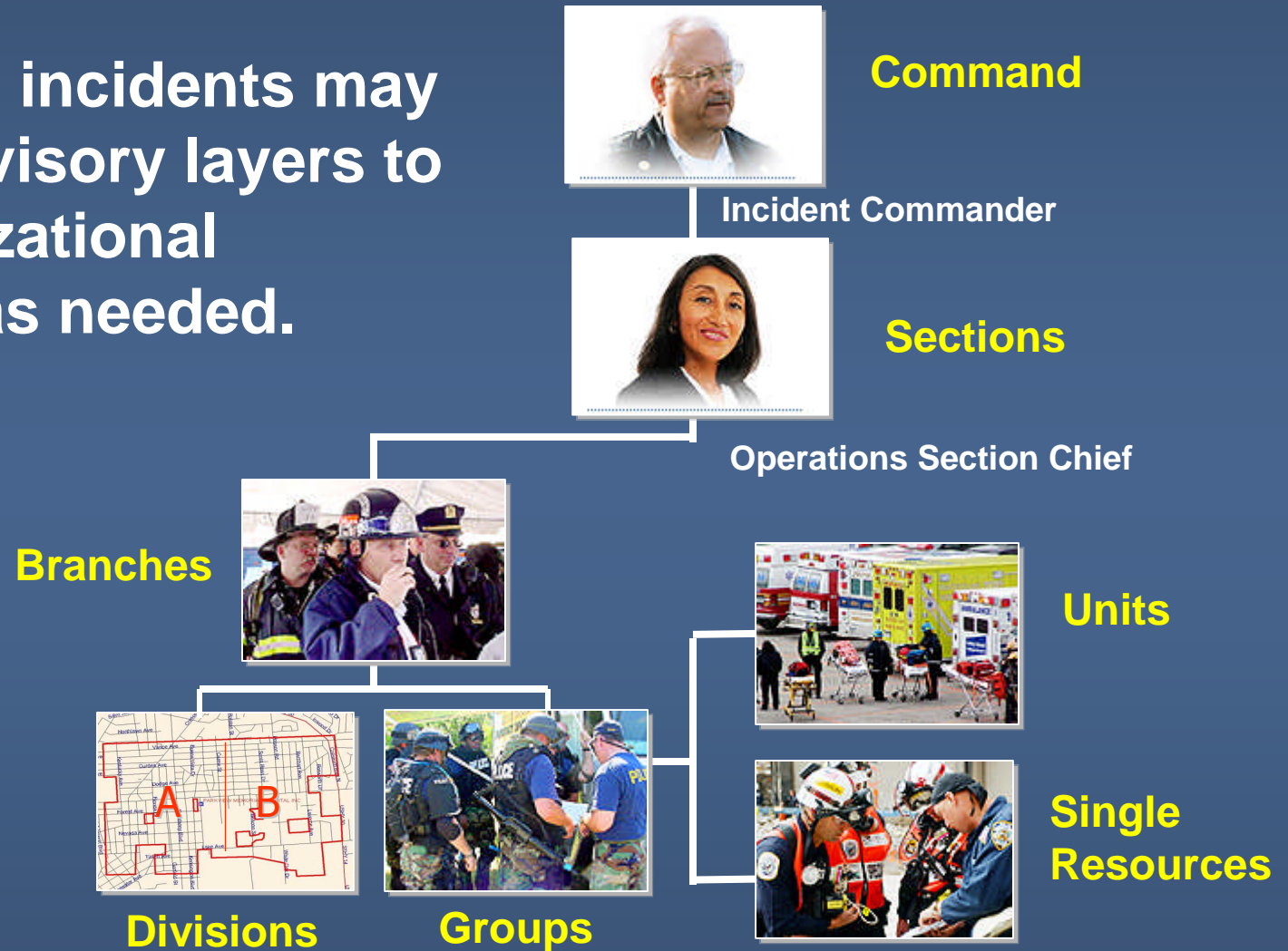


Incident Commander

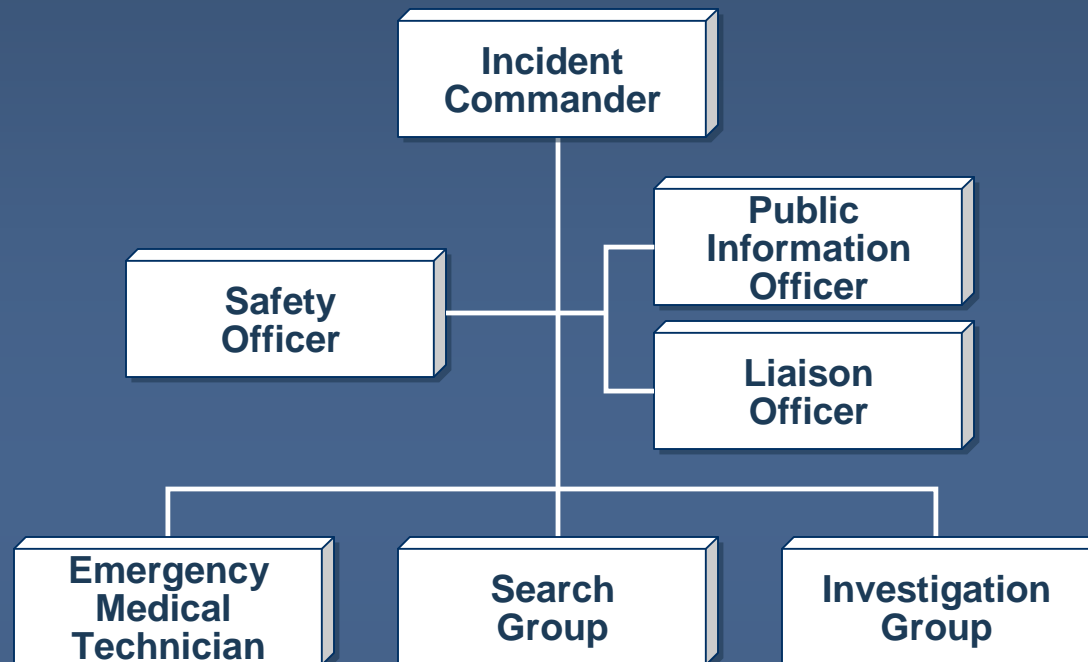


Expanding Incidents

Expanding incidents may add supervisory layers to the organizational structure as needed.

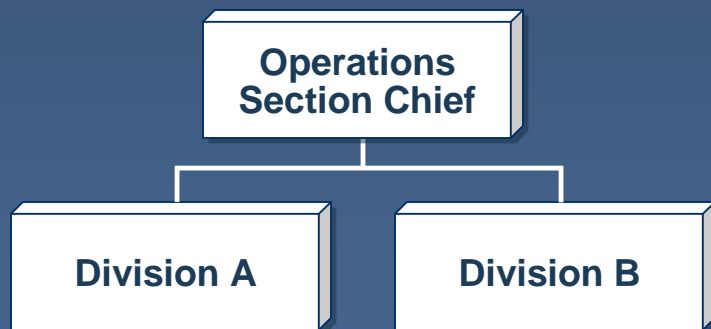


ICS Organization: Review



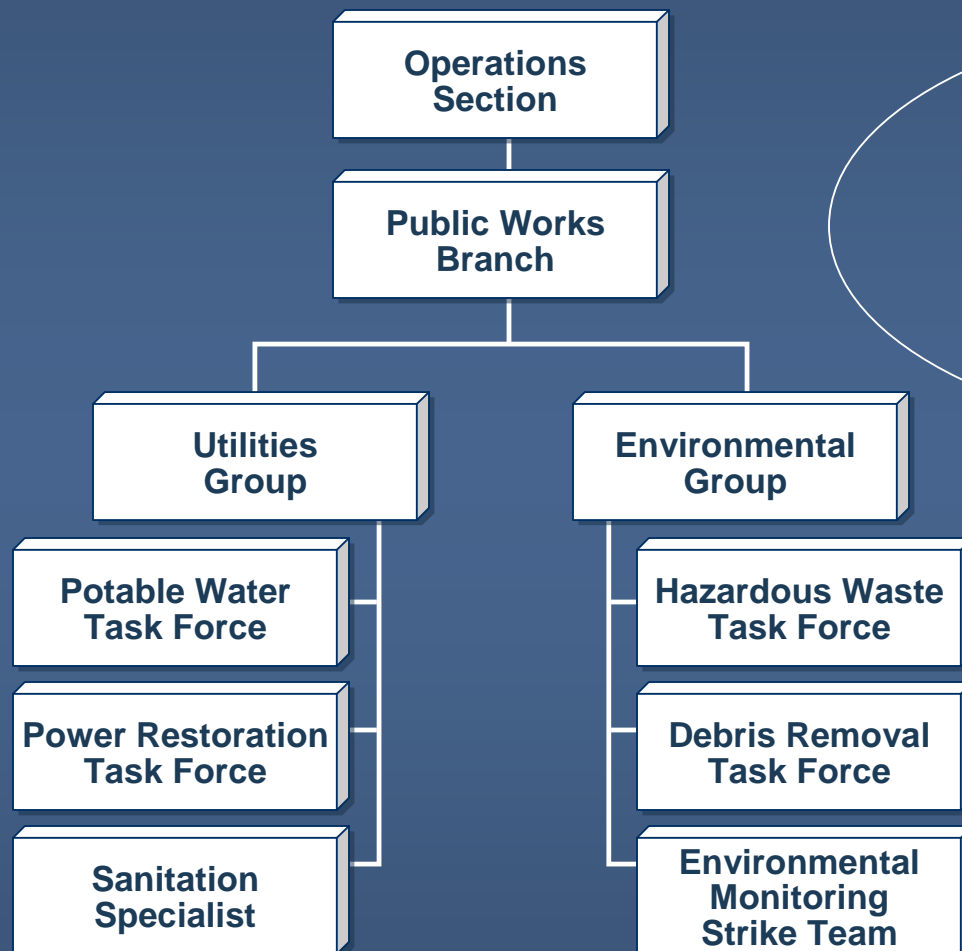
What ICS term
is used to describe
the Emergency
Medical Technician?

ICS Organization: Review



**What is an example of
a situation where
Divisions would be
used?**

ICS Organization: Review



What's the difference between a Task Force and a Strike Team?

Use of Position Titles

Using specific ICS position titles:

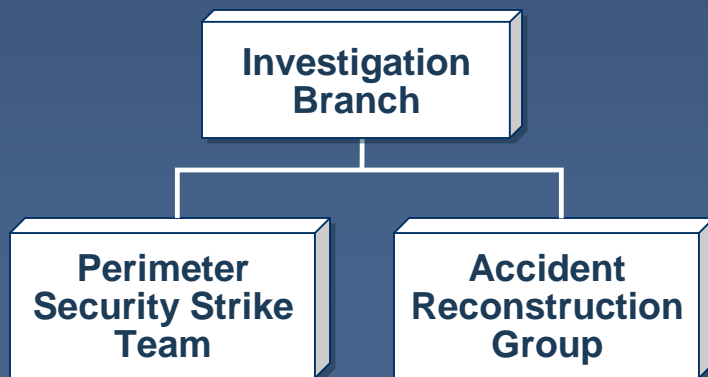
- Provides a common standard for performance expectations.
- Helps to ensures that qualified individuals fill positions.
- Standardizes communication.
- Describes the responsibilities of the position.

ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown in the table below:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

ICS Position Titles: Review



What is the supervisor's title for each organizational element shown?

Activity: The Expanding Incident

Instructions:

1. Working in teams, review the scenario on the next visual.
2. Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.
3. For each organizational element, indicate the title of its supervisor.
4. Choose a spokesperson. Be prepared to present your organizational charts to the class in 15 minutes.

Activity: The Expanding Incident

Scenario: A swim meet is being held at the Main Street pool with 30 team members and 50 observers. During a race, a sudden electrical storm sends a lightning bolt into a flagpole near the pool and the charge arcs to the water. The pool is instantly electrified, sending guards and parents into the pool to rescue the children. The primary objectives are saving lives and ensuring safety.

On-Scene Resources:

Local Police: 4 Marked Units

State Police: 2 Marked Units

Fire: 2 Engine Companies

Rescue: 1 Company

EMS:

5 Basic Life Support

**2 Advanced Life
Support**

Summary

Are you now able to:

- **Describe chain of command and formal communication relationships?**
- **Identify common leadership responsibilities?**
- **Describe span of control and modular development?**
- **Describe the use of position titles?**